

## Reading: Learn Continuously

### Using Case Studies To Tell Your Story

You can document the change implementation process as a **case study** that can be shared with others. The case study can be documented as a mural, slide show, graphic presentation, or textual story. Remember to:

- **Use your imagination!** Be sure to capture the stages and steps of the process. It may be helpful to include actual documents such as task calendars, the vision statement, and customer quotes. Photos from different events during the change process can be illuminating.
- **Be creative.** Then share this change effort history with others in your organization or upper management.
- You can use a **meeting** to summarize and discuss what worked, what didn't work, and lessons learned. Go through the process step by step. Consider processes, roles, planning, and meetings.
- You can write **articles** for newsletters or include your case study in an on-line database for retrieval. The case study may be useful as a **training exercise**.

### Writing After-Action Reports

An after-action report is a more traditional method for documenting the change process. After every significant operation, the U.S. Army holds what it calls an "After Action Review" to summarize lessons learned. Following a disaster response, the Federal Emergency Management Agency (FEMA) brings together stakeholders to identify strengths and areas for continued improvements. FEMA often calls these sessions "hot washes."

### Learning From Successes and Failures

Others can learn from both successes and failures. It is often considered politically risky to acknowledge problems, yet significant learning about what to do differently the next time emerges from difficulties. The credibility of the organization is also enhanced when a story about change includes both the positive and negative aspects of the experience.